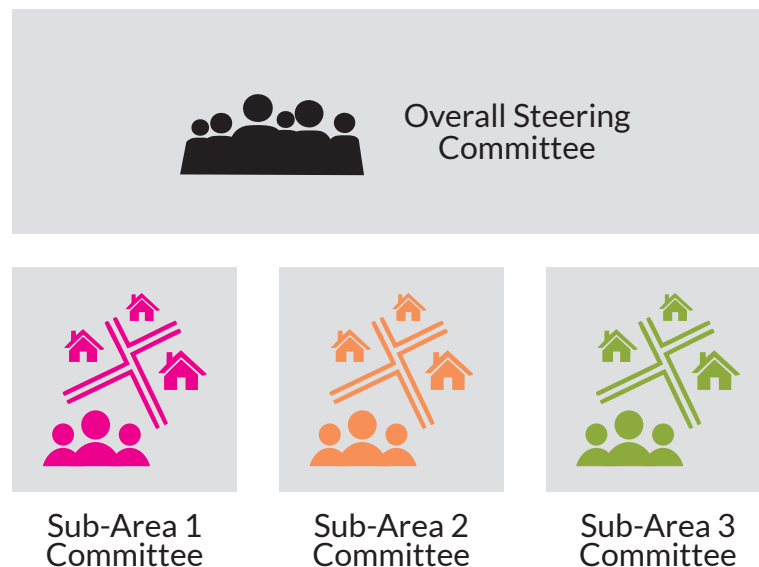
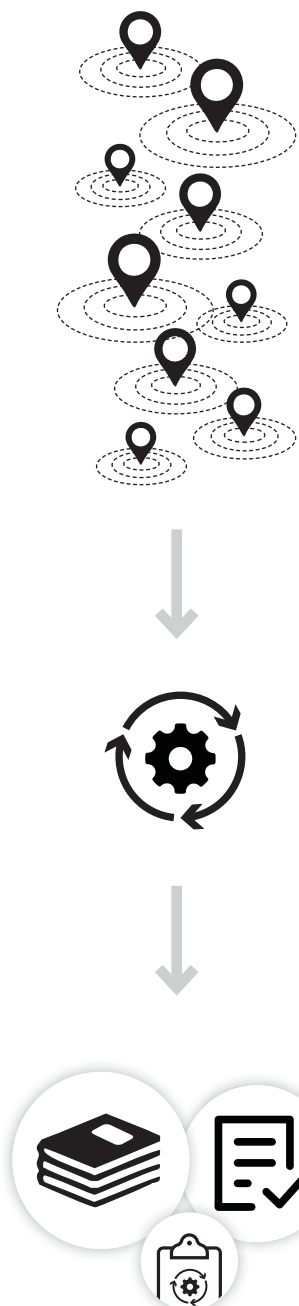


# Proposed Work Program

Our proposed approach is somewhat unorthodox. In nearly every project we undertake of this kind, we insist on a representative steering committee of ideally 12-15 people who can not only guide the development of a new plan, but also become credible champions for its implementation before the ink is even dry on the plan. In agreement with the City's RFP, we believe there should be a good, solid steering committee to oversee the development of the master plan. However, we propose to go a step beyond a standard steering committee.

The City will get far more from this process if it can get more granular, by which we mean the core neighborhoods should be treated not as one place but as a collection of places with diverse challenges and opportunities. To this end, we propose an overall steering committee and also the **addition of three more committees**, to be facilitated during the project by czb, each one with the responsibility of guiding a planning process for 3-4 core neighborhoods at a time. The determination about how nine neighborhoods could become three sub-areas for the purpose of the project will of course require a collaborative decision between the City and the consulting team.



As is standard, the proposed work program includes online surveys and public open houses, but we view our chief public engagement process as the committees themselves. We ask our committees to work hard, to work with each other, and to be open to learning. By deeply engaging four committees instead of one, and 50-60 people instead of a dozen, and by doing this in a year-long group setting instead of sporadically at public meetings, we can deliver a more meaningfully engaged group of residents, reflective of and connected to their community and neighbors, with a master plan to match.





By doing this, the process can engage more residents, place them in a leadership position, build broader buy-in for the plan down the road, and create educated champions who understand the issues and what's at stake. For its part, the City will be left with a master plan that actually contains three high-level small area plans, providing better detail and more implementation power. We propose to facilitate the four committees through a three phase process roughly as follows:

#### **Phase 1:**

- Building the committees, educating about markets and neighborhood dynamics, and developing ownership of the planning process.
- Quantitative and qualitative research and analysis to understand the regional and citywide context, the core neighborhoods area, each of the nine individual neighborhoods within it, and the forces and systems at work in the core neighborhoods.
- Identifying issues by establishing a comprehensive picture of market health, challenges, and opportunities for the city and core neighborhoods area.

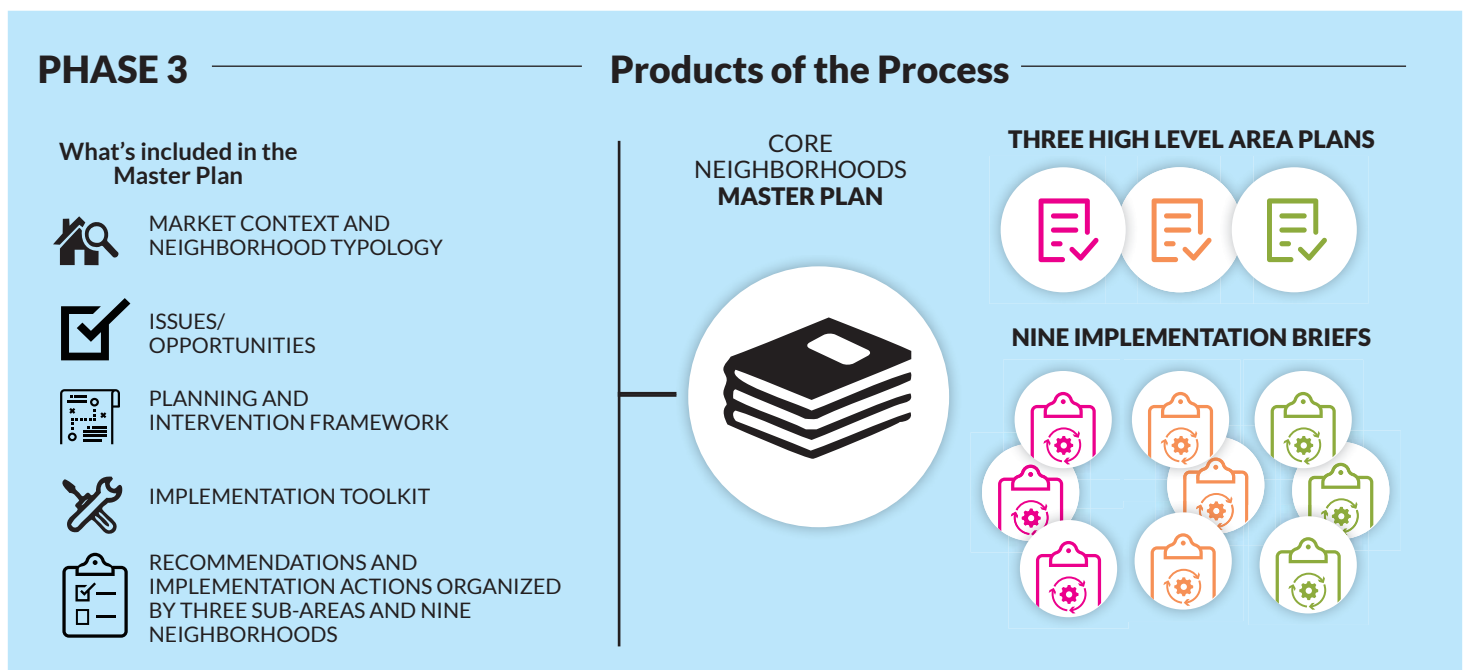
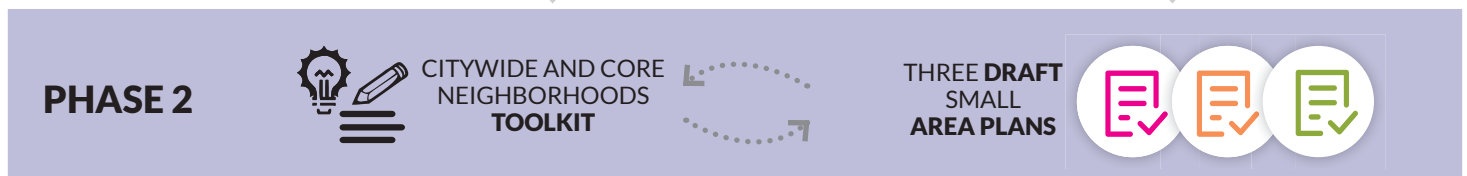
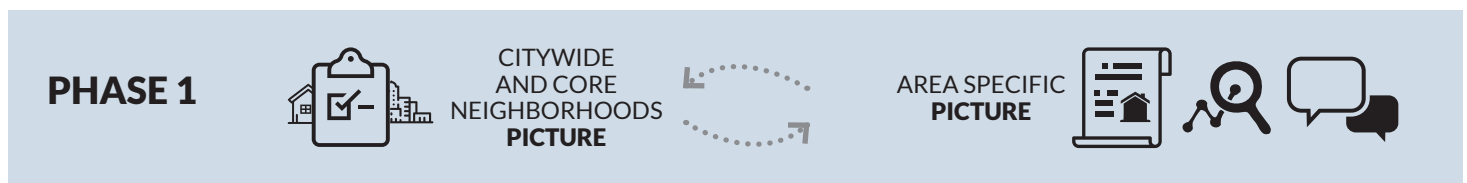
#### **Phase 2:**

- Developing a planning framework for the core neighborhoods that provides a way to think about what is going on, which problems the City ought to solve, and what kind of responses might be appropriate.
- Designing a toolkit to build system capacity for future implementation.
- Crafting three “plans within the plan” for three sub-areas of the larger core neighborhoods area.

#### **Phase 3:**

- Building all previous work into a core neighborhoods master plan, inclusive of:
  - Market context and neighborhood typology
  - Identified issues and opportunities
  - Planning and intervention framework
  - Implementation toolkit
  - Three high-level sub-area plans
  - Nine neighborhood-specific implementation briefs

**How parallel but coordinated group work will produce a core neighborhoods master plan**



## PHASE 0

## PHASE 1



### Phase 0: December 2019 - January 2020

If selected, we will work with City staff to finalize scope and process to deliver the master plan. Issues to finalize will include:

- Project management issues such as point of contact and data sharing.
- Decision, or decision-making process, on how to group nine neighborhoods into three sub-areas.
- Composition of project steering committee and sub-area committees.
- Project schedule with milestones spelled out, specific meeting dates placed on the calendar, and consultant travel requirements identified.

The czb team will make all project preparations and begin data assembly and preliminary analysis.

### Phase 1: February 2020 - May 2020

The first phase represents the official project kickoff, the beginning of committee work, and the bulk of the consulting team's research and analysis. Key activities include:

**Building the committees, educating about markets and neighborhood dynamics, and developing ownership of the planning process.**

- Once the committees are impaneled, we will develop exercises for committee members to complete ahead of February kickoff meetings, focused on identifying neighborhood issues and articulating committee members' thoughts about the project.
- We will visit Fargo for a set of kickoff meetings in February where we will provide an overview of the project, share initial thoughts and data findings, review committee exercise results, and set up future project schedule and steps.
- Part of the February meetings will also be focused on the committees beginning work on identifying neighborhood brands, or improvements to existing neighborhood brands. We will facilitate the meetings in a workshop format, with brand work focusing on target markets and core brand attributes, and looking ahead to brand strategy.

**Quantitative and qualitative research and analysis to understand the regional and citywide context, the core neighborhoods area, each of the nine individual neighborhoods within it, and the forces and systems at work in the core neighborhoods.**

- This set of tasks consists of a consultant deep dive into data and into conversations with residents and local experts who can shed light on the past, present, and possible future of core neighborhoods. Data analysis will include a range of primary and secondary sources, including:
  - **Census Datasets:** Using historical Census data and American Community Survey 5-year estimates, we will gather a broad combination of demographic, socio-economic, housing stock, and housing financial data.
  - **Home Mortgage Disclosure Act and HudUser.org:** We will use additional federal and state datasets, paired with local agency data, to identify locations and details for affordable and assisted housing in the City, as well as lending and CRA activity.
  - **Local Government Data:** We will rely on the City to provide assessment records, tax foreclosure records, outstanding code violations, and all other available and relevant data.

- **Multiple Listing Service:** We will gather data on recent homes sales, including average sale price, list price to sales price ratios, time on market, and physical characteristics of sold properties.

- **Residential Property Conditions Survey:** czb has long used a property conditions survey not only to understand markets, but also to devise surgically precise intervention strategies for revitalization planning, acquisition/rehab programs, for code enforcement planning, and for demolition strategies where they become necessary. (See page 13 for more information.) We regularly use all kinds of partners to help with property surveys, from college students, to project steering committees, to engaged senior citizen groups.

For this project, we recommend training steering committee members to collect the data late in the first phase, once spring has arrived. When the community itself collects this critical data, it “owns” the data, and it feels more ownership in addressing the problems it may reveal. It is also a key part of the committees’ educational process as they learn about neighborhood dynamics and branding.

(We will determine feasibility of this approach by early March. In the event it proves impractical for steering committee members to do this work, we will have in place a contingency plan to hire students from NDSU. We frequently hire local college students for conditions surveys and are well practiced in recruiting, hiring, and managing them for successful results.)

- Much of our qualitative research will be time spent in the neighborhoods and with members of the committees, getting to know the neighborhoods and what their challenges and opportunities might be. Committees will generally be given “homework assignments” between visits in order to advance the work within the phase. Beyond that, methodologies will include:
  - **Stakeholder and Expert Interviews:** There are likely others who can provide perspective and insights who will not be part of the committees. We expect to identify them early in the phase and connect with them via phone or in person.
  - **Surveys:** We suggest at least one online survey be conducted during the project, with topics and questions informed by consultant findings and committee interests. Sometime near the end of the first phase is good timing for a survey.

#### Identifying issues by establishing a comprehensive picture of market health, challenges, and opportunities for the city and core neighborhoods area.

- By the end of Phase 1, the bulk of the project’s research will be done, as will the foundation for neighborhood identity and branding efforts. The committees will have a strong sense of citywide, core neighborhoods, and individual neighborhood market conditions and trajectories, as well as a stronger understanding of neighborhood dynamics and emerging brand improvement possibilities.
- The czb team will visit two additional times to facilitate two more sets of committee meetings during the first phase: once in April where we will continue working with the committees on issue identification and branding strategy and check progress on the property conditions survey, and once in May to present a Phase 1 capstone report that represents a comprehensive picture of market health, challenges, and opportunities for the core neighborhoods area.
- If City staff thinks it is a good idea, the last visit of Phase 1 (and the third visit overall) would be a good time to hold a public open house to share project findings and initial directions. In particular, it is an efficient way to share a large volume of information, gather outstanding stakeholder and resident input, and provide a heads up to elected officials and planning commission members who will be considering the master plan later in the year.

## PHASE 2



### Phase 1 Summary:

Visits	Committee(s)	Focus	Deliverables
February April May	Steering	<ul style="list-style-type: none"> <li>Citywide and Core Neighborhoods Market Context</li> </ul>	<ul style="list-style-type: none"> <li>Citywide and Core Neighborhoods Market Assessment</li> <li>Key Issues</li> </ul>
	Sub-Area	<ul style="list-style-type: none"> <li>Sub-Area and Neighborhood-Specific Market Context</li> <li>Branding</li> <li>Property Conditions Survey</li> </ul>	<ul style="list-style-type: none"> <li>Draft Brand Concepts</li> <li>Sub-Area and Neighborhood Market Assessment</li> <li>Key Issues</li> </ul>
	Both	<ul style="list-style-type: none"> <li>Issue Identification</li> <li>General Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 Report</li> <li>Open House</li> <li>Online Survey</li> </ul>

### Phase 2: June 2020 - August 2020

Once the consulting team, the committees, and staff have a sense from Phase 1 of what is going on in the neighborhoods, what the opportunities and constraints are, and what the emerging brand ideas will require, Phase 2 begins to answer the question: “ok, now what do we do about it?” Key activities include:

#### Developing a planning framework for the core neighborhoods that provides a way to think about what is going on and what kind of responses might be appropriate.

- Given the existing conditions and the City’s desires for the core neighborhoods, what does the gap between today and tomorrow look like? What’s possible? What can the private sector deliver if properly regulated and what must the public sector contribute? These are all key questions that the planning process must answer, but only after the City has determined what its goals are and what kind of resources will be made available to meet those goals.
- Across the nine neighborhoods of the study area, there may be different problems to solve with different implications for decisions and resource allocation. Using the Phase 1 analysis as a baseline, Phase 2 will begin by setting goals and stating outcomes for the future of the core neighborhoods. Goals and outcomes will be aligned with emerging brands coming out of the committees’ work. Some areas may be in need of revitalization in the form of increased property maintenance and higher home values. Others may be in need of new regulations to manage development. Still others may be in need of additional affordability if prices and rents have risen quickly in recent years. Which neighborhoods have which goals?
- Once goals and outcomes have been measured against baseline conditions, the actions necessary to close the gaps start to come into focus. This leads to the implementation tools necessary to facilitate those actions.

### Designing a toolkit to build system capacity for future implementation.

- Whatever the needs are for managing change across the core neighborhoods, does the City have the tools in place to support that management process? During Phase 2, City staff and the overall steering committee will focus on this question in response to the work of the subarea committees. We will work together to assess whether planning regulations, code enforcement capacity, City staffing, and other key inputs are sufficient to the tasks that seems to be emerging for the future of the core neighborhoods. It is often the case that we find new tools must also be invented, and we are prepared for this to be true in Fargo as well.
- During two visits in Phase 2, one in July and one in August, we expect to cover these topics in meetings with the steering committee in order to reality check emerging plan recommendations and build support for the recommendations that make it through to the draft master plan in the fall of 2020.

### Crafting three “plans within the plan” for three sub-areas of the larger core neighborhoods area.

- As the steering committee works through the framework and toolkit, the three sub-area committees will work to turn their issue identification and branding desires first into vision, then into plan outlines, and then into sub-area plans that will “handshake” with a broader master plan.
- During the July visit, we will again use an extended workshop format with the sub-area committees to convert brand concepts to visions and then match them to appropriate actions that will inform the sub-area plans. The result of the July sub-area committee meetings will be plan outlines. In August, the czb team will return with three high level draft sub-area plans (assume roughly 60-70% completion) to test them individually with the committees and to vet them in totality with the steering committee.
- If the City thinks it a good idea, this would be a good point in the project for another survey to test ideas in the emerging sub-area plans.

#### Phase 2 Summary:

Visits	Committee(s)	Focus	Deliverables
July August	Steering	<ul style="list-style-type: none"><li>• Goals and Outcomes</li><li>• Tools and Systems</li></ul>	<ul style="list-style-type: none"><li>• Neighborhood Planning Framework</li><li>• Implementation Toolkit</li></ul>
	Sub-Area	<ul style="list-style-type: none"><li>• Solidified Brand Concepts</li><li>• Vision</li><li>• Converting Vision to Plans</li></ul>	<ul style="list-style-type: none"><li>• Draft Sub-Area Plans</li><li>• Potential Online Survey</li></ul>

## PHASE 3



### Phase 3: September 2020 - November 2020

The final phase is focused on the writing of the master plan by the consulting team and multiple vetting opportunities for the committees. By the third phase, much of the plan has already been developed. What is left is to tie all previous work—market context, issues/opportunities, planning framework, toolkit, draft sub-area plans—into one cohesive core neighborhoods master plan and add nine neighborhood-specific implementation briefs. The briefs—executive summary type documents with neighborhood-specific information and implementation actions—serve two purposes. First, they leave each neighborhood with something customized out of a process that would otherwise result in a single plan for all of them. Second, they provide clearer and more granular detail for each neighborhood so that the City and residents know what they need to do and can take action..

- We propose to visit Fargo twice during the third phase. The first visit would take place in October and the second in November.
- **October:** czb will present a draft core neighborhoods master plan to the committees for review and feedback. czb will also hold a public open house to share the draft master plan with neighborhood residents, stakeholders, and the general public. Committee and open house feedback will inform final revisions to the master plan. czb and staff will also make arrangements and preparations for the final adoption process.
- **November:** czb will deliver the final core neighborhoods master plan document and make a final presentation to the City Commission or in another venue of the City's choice.

#### Phase 3 Summary:

Visits	Committee(s)	Focus	Deliverables
October November	Both	<ul style="list-style-type: none"> <li>• Review and Feedback on Draft and Final Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Core Neighborhoods Master Plan</li> <li>• Open House</li> <li>• Final Core Neighborhoods Master Plan</li> <li>• Final Presentation</li> </ul>



# Residential Property Conditions Survey

We have partnered with local stakeholders to inventory the condition of nearly 300,000 residential properties since 2012 in over a dozen communities. Our technique not only highlights the location of troubled properties and the context of their impact – it also aids in revealing patterns of market health that can be used to devise appropriate interventions at the block level.



## Field Survey Scoring

VERY HEALTHY



VERY UNHEALTHY

SCORE

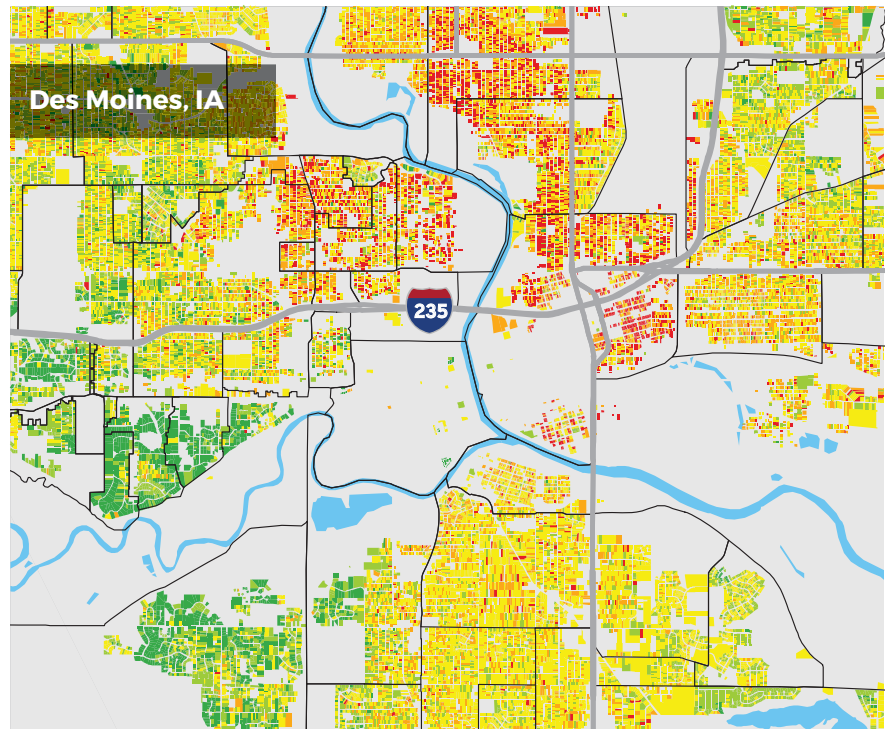
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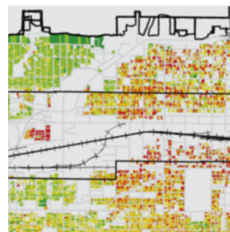
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Canton, OH



Buffalo, NY



Erie, PA



Geneva, NY



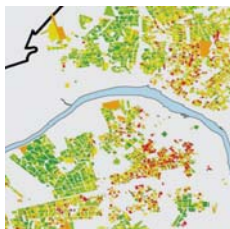
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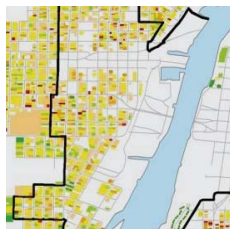
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Salisbury, NC



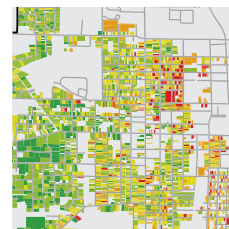
Danville, VA



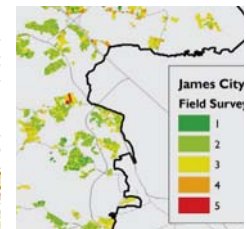
Bay City, MI



Ashland, WI



Bowling Green, OH



James City County, VA

# Schedule for Work Program

	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV
<b>Phase 0</b>												
Project Set Up												
<b>Phase 1</b>												
<b>Kickoff</b>												
Consultant Research												
Property Conditions Survey												
Draft Brand Concepts												
Online Survey												
Phase 1 Report												
<b>Open House</b>												
<b>Phase 2</b>												
Core Neighborhoods Framework and Toolkit												
Brand Concepts												
Sub-Area Visions												
Sub-Area Plan Outlines												
Sub-Area Plan Drafts												
Possible Online Survey												
<b>Phase 3</b>												
Draft Master Plan												
<b>Open House</b>												
Final Presentation												
Final Master Plan												
<b>Site Visits</b>			X		X	X		X	X		X	X

